The Incident Strategic Alignment Process: A process that provides IMT & AA an effective way of developing, discussing and communicating incident strategy and risks.



Backstory

- 2017 NMAC tasking: collect, evaluate & recommend BMP for how AA & IMT talk about risk.
- Address consistency, reduce confusion & safety gaps.
- Empower IMT, AA & incident responders to effectively assess, understand and communicate risk & strategy.

ISAP Objectives

- Identify, assess and rate critical values at risk to inform actions.
- Develop durable strategy cross functions & IMT
- Assess responder risk over wider time, geography & multiple tactics
- Understand what could impact success.



Moving Forward:

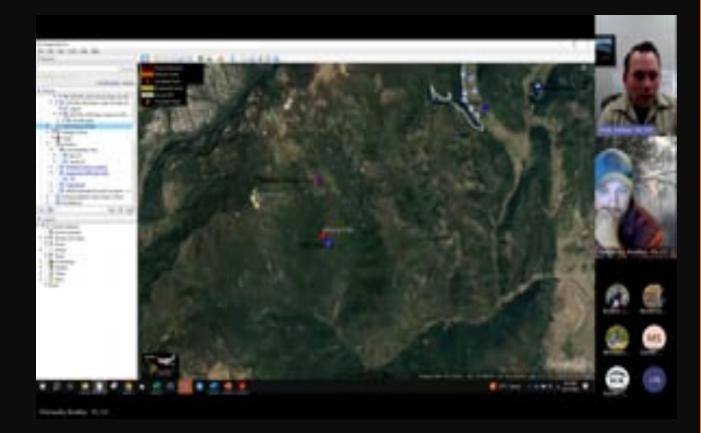
NWCG Executive Board established the ISAP Task Team in October 2023. Work outlined for next 18 months.

'Develop standards which ensure strategic thought process and alignment of management actions is occurring between agency administrators (AA), fire management organizations, and incident management teams (IMT) throughout the duration of an incident.'



Why ISAP?

- True risk-informed decisions
- Sensemaking understanding the criteria with which we measure our decision(s)
- Defining acceptable risk on incidents with conflicting values
- Risk ownership at appropriate levels
- Alignment & Communication
- Strategy that transcends transitions (IMT & AA)



Levels of Risk Management:

| | Risk Assessment/Activity | Risk Ownership Level | |
|-------------|--|--|--|
| Enterprise | Agency Policy, Organizational Safety Plans | Agency/Bureau Leaders, Jurisdictional Entity Responsibility | |
| Strategic | Strategic Risk Assessment | Jurisdictional entity together with Protection FMOs or Reps, IMT | |
| Operational | Next Implementation Shift: 215A, 215R | IMT, Crews, Aircraft, Engines, etc. | |
| Real-Time | Sizing up a tree/felling Hiking into a fire | Individual firefighter | |



ISAP: 4 Pillars
1. Critical Values at Risk
2. Strategy & Strategic Actions
3. Responder Risk
4. Probability of Success

Creating shared understanding between incident responders at all levels. Facilitating meaningful risk dialogue to foster alignment, focus efforts and prioritize work.

ISAP Storymap

ISAP Resources

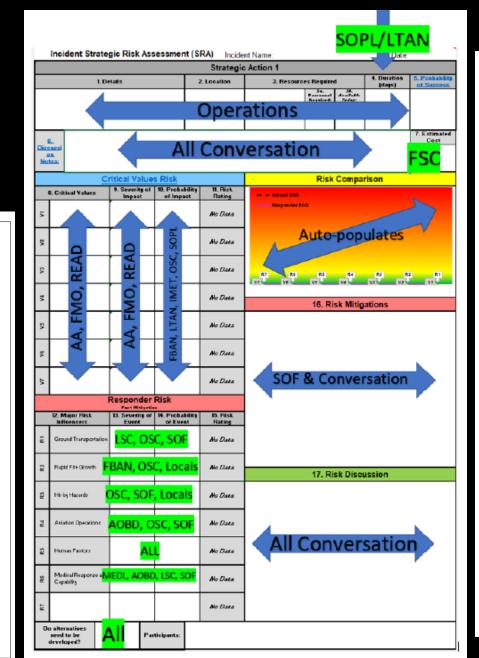


ISAP User Guide v1.1_updated 6.27.2023





This document is intended to support ISAP use, foster meaningful conversations for IMT and AA and ensure acceptable risk ownership is at the appropriate level. It is laid out chronologically for use during an incident assignment. It includes tips, suggestions, and reference material to support robust conversations.



Incident Strategic Alignment Process: Strategic Risk Assessment Terminology & Definitions v7

| | | Critical Va | alues at | Risk As | sessment | | | |
|---|----------|-------------------------------|-------------------------|-----------------------------|------------------------------------|-------|--|--|
| | | Severity/Con | | | | | | |
| Catastrophic Critical Moderate Negligible | | | | | | | | |
| Value is destroyed o | r | Value is destro | oved or | | ion is unusable or | N | Ainor damage or only | |
| unusable for months. | | unusable or rest | | | ut can be restored | | nporarily unavailable or | |
| permanently affect th | ne | weeks, impact can | be repaired | within | an acceptable | rest | tricted, little to no action | |
| natural environmen | t | with appropriate | resources, | timeframe, | short-term impact | nee | ded for mitigations post | |
| (irreversible), threat t | to | threat to damage | e of fauna, | that is able | e to be addressed | ever | nt, insignificant impact to | |
| survival of fauna, flor | a, | flora, cultural, | heritage | | xisting processes, | | ural/heritage resources, | |
| cultural, heritage | | | | | nt of fauna, flora, | | potentially beneficial | |
| | | | | | ral, heritage | | ponse from fauna/flora | |
| | | <u>Probability</u> /Lil | kelihood o | of Fire Im | pacting Values | | | |
| Almost Certain | | Likely | Poss | sible | Unlikely | | Rare | |
| Expected to occur, or is | | occur frequently, | | cur under | Remotely possible | | Improbable, but has | |
| happening now | very | realistic to occur | specific co | | not probable, co | | occurred in the past | |
| | | | some o | | occur but deem | ed | | |
| | | | | re currently | unfeasible | | | |
| | | | evide | | | | | |
| | | | | sk Asses | | | | |
| | | <u>Severity</u> /Co | nsequenc | es if a Mi | shap Occurs | | | |
| Catastrophic | | Critica | Critical | | Moderate | | Negligible | |
| Imminent & immedia | | Permanent partial disability, | | | zed minor injury, | Fir | st aid or minor medical | |
| danger of death or perma | | temporary total disability | | reversible illness | | | treatment | |
| disability, major dama | <u> </u> | | | | | | | |
| | Prol | <u>bability</u> /Likelił | nood of a | Mishap if | Hazard is Pres | sent | | |
| Almost Certain | | Likely | Poss | | Unlikely | | Rare | |
| Expected to occur, or is | | occur frequently, | | cur under | Remotely possible | | Improbable, but has | |
| happening now | very | realistic to occur | specific co | | not probable, co | | occurred in the past | |
| | | | | ome of those occur but deem | | ed | | |
| | | | conditions a evide | re currently | unfeasible | | | |
| Soucrit | 1/60 | ncoquoncos if | | | EMS Response | Can | ahilitu 🔊 🛃 🔺 | |
| | | | | | ayer or field verific | | | |
| Catastrophic | | Critica | | | oderate | | Negligible | |
| >6 hours (ex. RMA Re | d) | 4-5 hours (ex | | | ours (ex. RMA | <11 | nour (ex. RMA Green/no | |
| so nours (ex. nin/ric | u) | Yellow/Ora | | | en/Yellow) | | color) | |
| | Pro | | | | sponse Capab | ilitv | , | |
| Almost Certain | | Likely | Pos | | Unlikely | | Rare | |
| Will encounter barriers, | Poter | ntial for barriers to | Barriers un | der certain | Medical response | will | Medical response will | |
| will encounter barriers, | | | conditions: limited | | likely go accordin | | go according to plan, all | |
| not able to get desired | occu | r with plan; issues | availability if desired | | plan, most of the | | | |
| | | etting desired | | , if desired | plan, most of th | ne | desired resources at | |
| not able to get desired | 6 | | availability | if desired care levels | plan, most of the desired resource | | desired resources at appropriate care level | |
| not able to get desired resources or | 6 | etting desired | availability | | | s at | | |

Critical Values at Risk Conversation

| When? Why first? |
|------------------|
| Who's involved? |

How introduce to AA?

What makes a value "critical" & "at risk"?

How do you capture the conversation?

| Critical Value at Risk | Severity of Impact | Priority | General Location | General Notes | Susceptibility Notes |
|--|--------------------|--------------|---|--|---|
| Residential Communities East of Hwy 40 | Catastrophic | | Fraiser north to Tabernash (Devil's Thumb Ranch) | couple 100 homes, along highway and into the hills, many primary homes in this area | Fraiser's water source may be more at risk |
| Denver Water Board Infrastructure | Critical | | see map | long time to repair/replace, not the entirety of the infrastructure, ditch would be damaged , some redundancies in place - 24% of water source | consult with Denver Water for more information: LOFR |
| West Divide Watershed | Catastrophic | | | municipal water source with lots of infrastructure, 100 years of transport to front range, effects to river and NR (Sediment to Colorado River, etc.) Hard to separate the watershed from the communities. Homes and town survival is highest importance | consult with Denver Water for more information: LOFR |
| East Divide Watershed | Critical | | | if we were to lose the watershed, but keep the communities, it would be Okay. Can repair the water system, would remove the fuels. | severity of the fire important: serious erosion for years will be excessive, ET context is important |
| East Divide Communities | Catastrophic | | Nederland, Sugarloaf,Ward, Allenspark, Eldora | fully functioning communities, a county com tower at the ski area and IA camera | |
| Indian Peak Wilderness | Negligible | | | economic side effects - permittees, if need to pull permits for a year, many users rec: social political impacts, can let it burn per LMP | Not worth FFT safety, may lose 15-20% |
| Continential Divide Trail | Negligible | | | Trail corridor, pressure to open ASAP, reroute in effect, keeping it closed until spring, not a value we'd risk safety for | even if more of the trail were impacted, still not change, no risk to protect. Recognize that this section of trail is different than others due to post- fire adds risk to users (public) not to FFTs per say |
| | | | | | |
| Instructions | & Definitions Risk | : Matrix 🛛 🛛 | /alues SA_1 SA_2 SA_3 | SA_4 (+) : (| |

| | Strategic Action 2 | | | | | | | | |
|------------------------|---|---|--|--|---|--|--|---|--|
| | 1. De | tails | | 2. Location | 3. Resource | | | 4. Duration (days) | 5. Probability o Success (%) |
| pipe north | nbination of indirect line and line at risk within East Fork a rerly and easterly progression consider best actions on spo | nd Quartz Creek Mea towards additional u | adow to limit values at risk. | DIV E | up to 5-T2IA, 5-ENG6, 1- tenders, UAS/Aircraft to burn or support with buckets or even MRB | 3a. Porrunnol Roquirod: 135 | 36. Available Taday: 45 | 14 | 52% |
| 6 Discu I Not | snags: indirect west This SA includes roa of rare fire growth an | of the creek/establish d prep, snagging, pot d to shore of future o | hed spots east of ential future burnd options on other f | the creek; any new spots out and holding/patrol/mo ires. Resources will fluxua it occurs. Road has mode | protection of values). NOT will be evaluated on a case-b p - not entirely sure IF that wi ate greatly as work comes or rate holding ability if prepped ep it safe to the best of our a | y-case basis t Il even be nece I line to shore as outlined. S | o determine ind essary but plani up the indirect l | direct/direct merits. ning for it in the event ine. TimeLine is | 7. Estimated Cost |
| | <u>Cr</u> | itical Value | | | | Risk | Compa | rison | |
| | 7. Critical ¥alues | 8. Severity of Impact | 9. Probability Impact |) of 10. Risk Rating | | | | | Values Risk |
| ٨ | East Fork Ranch and residences | Catastrophic | Unlikely | High | | | | | Responder Risk |
| V2 | Silver Creek Guard Station/McCormick Cabin Historic site | Catastrophic | Unlikely | High | | | | R6 R1 | |
| V3 | Pagosa area domestic water source | Critical | Unlikely | Moderate | R2 V5 R4 | - v4 R7 - | R5 - V3 | vz vi | |
| V4 | Xcel Gas Pipeline | Critical | Unlikely | Moderate | | | | | |
| V5 | Brooks inholding along Elwood Pass Rd | Critical | Unlikely | Moderate | R1: rough road potentially cons UTV/rec use or R2: models are | | | | |
| 9N | long term impact to outfitters/guide businesses | Critical | Possible | High | actual calendar dates - cont although it is not deemed ve R3: Largest concern for mis indirect option, some place | ery feasible ssion creep: fir •s along the ro | e is currently b ads may benef | urning in 95% snag co it from mechanical wo | verage, hence the ork but that will be |
| | | | | No F.a | patchy with the need for fall sides for future use as hold R4: "standard" support likel firing and holding roads is e | ing features. y - in future ma lected. | ay employ air o | r UAS ignition, bucket | s or even MRB if |
| | | Responder | | | R5: no discussion today on against mission creep in the direct option is considered | snags (may n | eed to wait for | | |
| 12. N | lajor Risk Influencers | 13. Severity of Event | 14. Probabili of Event | ity 15. Risk Rating | R6: UTV use is a solid optic progresses along indirect li | n, continue to | expand suppo | | |
| R1 | Ground Transportation | Critical | Possible | High | conditions. R7: Excel Pipeline: expose SME will be at ICP 8/13 to h hazard for heavy equipment | elp answer que | stions about v | orking around pipelin | ie, true nature of the |
| R2 | Rapid Fire Growth | Moderate | Rare | Low | | 17. R | isk Disc | ussion | |
| R3 | Hit-by Hazards | Catastrophic | Possible | Extremely High | * Few values at risk in the public attention. VAR ha actions have a high prob * Management of fire for it | ve a low prob ability of mitig | ability of bein gating the thre | g impacted by the f eat of unfavorable i | ire - supression mpacts. |
| R4 | Aviation Operations | Catastrophic | Rare | Moderate | words matter: monitor ac * snags and medical extr * Engaging the fire where mitigations we can provid | tions/patien action are th it has the be | ce until engag e biggest con st opportunit; | gement at indriect p Icerns for engagem y to be engaged is r | ioints is triggered. ient of personnel. eally the best |
| RS | Human Factors | Moderate | Possible | Moderate | there's residual risk that o Key Decision Log: u roads, use point protecti | an't be brou nder current | ght lower bec | ause of the fuels ar | nd terrain. k to improve the |
| RG | Medical Response and Capability | Critical | Possible | High | each new spot East of th Re-evaluate frequently. | | | | |
| R7 | Excel Pipeline | Moderate | Unlikely | Lov | | | | | |
| | lternatives need be developed? | No Par | ticipants: | NIMO IMT, AA, FB. | AN | | | | |
| | | | | | | | | | |
| • | Risk Matri | x Value | SA_1 S | A_2 SA_3 S | A_4 SA_5 S. | nmary_Ex | port N | otes | + : • |

| | Critical Values Risk | | | | | | | |
|----|--|--------------------------|-----------------------------|--------------------|--|--|--|--|
| | 7. Critical Values | 8. Severity of Impact | 9. Probability of Impact | 10. Risk Rating | | | | |
| ١٨ | East Fork Ranch and residences | Catastrophic | Unlikely | High | | | | |
| V2 | Silver Creek Guard Station/McCormick Cabin Historic site | Catastrophic | Unlikely | High | | | | |
| ٤٨ | Pagosa area domestic water source | Critical | Unlikely | Moderate | | | | |
| V4 | Xcel Gas Pipeline | Critical | Unlikely | Moderate | | | | |
| V5 | Brooks inholding along Elwood Pass Rd | Critical | Unlikely | Moderate | | | | |
| 9/ | long term impact to outfitters/guide businesses | Critical | Possible | High | | | | |
| 77 | | | | No Data | | | | |

Pillar 2: Strategy and Strategic Actions

Strategy Definition

"Strategy is the focused set of actions taken to address incident level challenges, guided by seeking the best balance of risk to lives, communities, and landscapes."

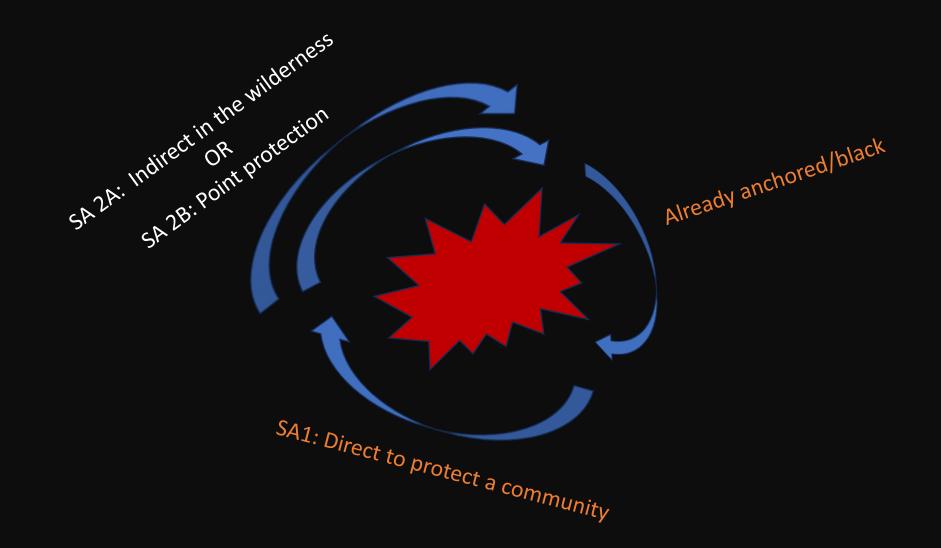
Strategy & Strategic Actions

Strategies are developed may be divided Strategic Actions that address the unique incident needs. Fires typically have 1-5 Strategic Actions.

Collaborative planning (PODs/Pre-Attack plans) Observation and Collective Experience Incorporating best available science and analytics

Consider: What are we protecting? How are we going to protect or preserve it?

Using the terms and displaying the strategy



| Ind | orctano | ling | C A D | torme |
|-----|---------|------|-------|-------|
| | | | | |

Strategic Action 2

| | | Sector Se | | | | | | | | |
|---|------------|--|---|--|--|---|--|---|--|--|
| | C+ 10 | | 1. Details | 2. Location | 3. Resource | es Required | | 4. Duration (days) | | |
| | Str | Using a comt | pination of indirect line and point protection of structures. | | 5-T2IA, 5-ENG6, 1-tender, | 3a. Parronnal Raquirad: | 36. Availabla Tuday: | | | |
| | SAs sim | Using a combination of indirect line and point protection of structures and gas pipeline-limit northerly and easterly progression across Quartz Meadow and Quartz Creek towards additional values at risk. | | DIVE | UAS/Aircraft to burn or support with buckets, MRB | 135 | 45 | 20 | | |
| • | Wr Z″ | 6. | Best option (may not be a great option but highest degre snags: indirect west of the creek/established spots east | | · · · | | | | | |
| | 2-3 | Discussio D. Notes: | This SA includes road prep, snagging, potential future bu of rare fire growth and to shore of future options on othe estimated at 14 days but could be decidedly longer if burn | rnout and holding/patrol/mo er fires. Resources will fluxua iout occurs. Road has mode | p - not entirely sure IF that wil ate greatly as work comes on rate holding ability if prepped | l even be nece line to shore i as outlined. S | ssary but plani up the indirect l | ning for it in the even ine. TimeLine is | | |
| • | Wh | | the fire, minimize impacts, respond to opportunities as th | ne situation changes, and ke | ep it safe to the best of our at | - | | | | |
| | con | versatio | ons | 5 | Recoorder Risk | firing and holding road | rt likely - in future may employ air c Is is elected. | or UAS ignition, buckets or even MRB if | | |

- Capture using SA tabs in SRA form
- MUST happen pronto to build alignment
- Who does this? When? How?

| 77 | | | | No Data | sides for future use as holding features. R4: "standard" support likely - in future may employ air or UAS ignition, buckets or even MRB if firing and holding roads is elected. |
|-------|------------------------------------|--------------------------|-----------------------------|--------------------|--|
| | | Responder | | | R5: no discussion today on this - aware of the need for intentional engagement and defending against mission creep in the snags (may need to wait for fire to reach less snaggy areas if a more direct option is considered later in the season) |
| 12. M | lajor Risk Influencers | 13. Severity of Event | 14. Probability of Event | 15. Risk Rating | R6: UTV use is a solid option, continue to expand support options and redundancy as work progresses along indirect lines. While roaded, it is still prolonged extraction times based on |
| R1 | Ground Transportation | Critical | Possible | High | conditions. R7: Excel Pipeline: exposed gas valves near the intersection, unknown extent of the hazard. Excel SME will be at ICP 8/13 to help answer questions about working around pipeline, true nature of the hazard for heavy equipment operations, crew work, etc. Placeholder to not lose sight of the hazard. |
| 32 | Rapid Fire Growth | Moderate | Bare | Low | |
| ~ | | Moderate | Tiale | | 17. Risk Discussion |
| R3 | Hit-by Hazards | Catastrophic | Possible | Extremely High | Few values at risk in the immediate vicinity but smoke visibility is anticipated to bring public attention. VAR have a low probability of being impacted by the fire – supression actions have a high probability of mitigating the threat of unfavorable impacts. Management of fire for resource benefit is encouraged but this is a suppression fire – |
| R4 | Aviation Operations | Catastrophic | Rare | Moderate | words matter: monitor actions/patience until engagement at indriect points is triggered. snags and medical extraction are the biggest concerns for engagement of personnel. Engaging the fire where it has the best opportunity to be engaged is really the best mitigations we can provide to this. REM, Medics, right resources are all in this SA but |
| RS | Human Factors | Moderate | Possible | Moderate | there's residual risk that can't be brought lower because of the fuels and terrain. Key Decision Log: under current conditions continue indirect work to improve the roads, use point protection where needed to shore up Critical Values at Risk; evaluate |
| R6 | Medical Response and Capability | Critical | Possible | High | roads, use point protection where needed to shore up Linical values at hisk, evaluate each new spot East of the creek to determine if direct/indirect actions are most viable. Re-evaluate frequently. |
| R7 | Excel Pipeline | Moderate | Unlikely | Low | |

Analytics Used to Inform Strategy

Traditional Products:

- FSPro
- Short Term Fire Behavior Runs:
 - Flow Paths
 - Arrival Time
- Near Term Fire Behavior Runs
- Fire History
- Fuels Layer / Past Treatments
- Short Term Weather Forecasts
- Long Term Weather Analysis
 - Wind Rose
 - Season Ending Analysis
 - Critical Fire Weather Days Probability

RMA Products:

- Ground Evacuation
- Snag Hazard
- Suppression Difficulty Index (SDI)
- Potential Control Locations (PCL)
- Housing Unit Density
- PODs (Potential Operational Delineations)
- Quantitative Wildfire Risk Assessments
- Season Ending Analysis
- Aviation Use Summary
- Line Analysis

Risks to Responders: Risk Influencers

Six common denominator wildland fire mechanisms of injury are considered for each portion of the strategy.



Pillar 3 in the SRA

- Ratings can be subjective
- Where do ratings come fron B3: Largest concern for mission creep: fire is currently burning in 95% snag coverage, hence the indirect option, some places along the roads may benefit from mechanical work but that will be

| Responder Risk Part Hitigation | | | | | | | |
|-----------------------------------|------------------------------------|--------------------------|-----------------------------|--------------------|--|--|--|
| 12. N | lajor Risk Influencers | 13. Severity of Event | 14. Probability of Event | 15. Risk Rating | | | |
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| R2 | Rapid Fire Growth | Moderate | Rare | Low | | | |
| R3 | Hit-by Hazards | Catastrophic | Possible | Extremely High | | | |
| R4 | Aviation Operations | Catastrophic | Rare | Moderate | | | |
| R5 | Human Factors | Moderate | Possible | Moderate | | | |
| R6 | Medical Response and Capability | Critical | Possible | High | | | |
| R7 | Excel Pipeline | Moderate | Unlikely | Lo v | | | |

16. Risk Mitigations

1. Details

R1: rough road and long travel times - particularly as resources get extended and work progresses, potentially consider road improvements if indirect line becomes more eminent to fire/hold, lots of UTV/recluse on the roads

R2: models are trending towards the end of fire conditions but are not completely reliable given the actual calendar dates - continue to monitor and shore up for "surprises" - may see rare event yet although it is not deemed very feasible.

indirect option. some places along the roads may benefit from mechanical work but that will be patchy with the need for faller modules and/or IHC to build snaq-free anchors to improve the road sides for future use as holding features.

R4: "standard" support likely - in future may employ air or UAS ignition, buckets or even MRB if firing and holding roads is elected.

R5: no discussion today on this - aware of the need for intentional engagement and defending against mission creep in the snags (may need to wait for fire to reach less snaggy areas if a more direct option is considered later in the season)

R6: UTV use is a solid option, continue to expand support options and redundancy as work. progresses along indirect lines. While roaded, it is still prolonged extraction times based on conditions.

R7: Excel Pipeline: exposed gas valves near the intersection, unknown extent of the hazard. Excel SME will be at ICP 8/13 to help answer questions about working around pipeline, true nature of the hazard for heavy equipment operations, crew work, etc. Placeholder to not lose sight of the hazard.

17. Risk Discussion

* Few values at risk in the immediate vicinity but smoke visibility is anticipated to bring. public attention. VAR have a low probability of being impacted by the fire – supression actions have a high probability of mitigating the threat of unfavorable impacts. Management of fire for resource benefit is encouraged but this is a suppression fire words matter; monitor actions/patience until engagement at indriect points is triggered. snags and medical extraction are the biggest concerns for engagement of personnel. Engaging the fire where it has the best opportunity to be engaged is really the best mitigations we can provide to this. REM, Medics, right resources are all in this SA but there's residual risk that can't be brought lower because of the fuels and terrain.

Key Decision Log: under current conditions continue indirect work to improve the roads, use point protection where needed to shore up Critical Values at Risk; evaluate each new spot East of the creek to determine if direct/indirect actions are most viable. Re-evaluate frequently.

▶ |

| | 3. Resource | es Required | 4. Duration (days) | 5. Probability of Success (%) | | | | | | |
|----------------|---|---------------------------------|----------------------------|----------------------------------|-----------------------------------|--|--|--|--|--|
| | up to 5-T2IA, 5-ENG6, 1- tenders, UAS/Aircraft to burn or support with | 3a. Porzannol Roquirod: | 36. Available Taday: | 14 | 52% | | | | | |
| | buckets or even MRB | 135 | 45 | | | | | | | |
| :pots | protection of values). NOT a will be evaluated on a case-b p - pot eptirely sure IE that will | y-case basis to | o determine inc | direct/direct merits. | 7. Estimated Cost | | | | | |
| fluxua mode | mop - not entirely sure IF that will even be necessary but planning for it in the event awate greatly as work comes on line to shore up the indirect line. TimeLine is oderate holding ability if prepped as outlined. Success is defined as addressing keep it safe to the best of our ability. | | | | | | | | | |
| | | Risk | Compar | rison | | | | | | |
| | | | | | • Values Risk – Responder Risk | | | | | |
| | | | | _ | R3 | | | | | |
| | | | | R6 R1 | V6 -> | | | | | |
| e | R2 V5 R4 | - V4 <mark>R7</mark> - | R5 | V2F - V1F | | | | | | |
| e | | | | | | | | | | |
| | Di santa da diserta | | sk Mitig | | | | | | | |
| e | R1: rough road and long trav potentially consider road im UTV/rec use on the roads R2: models are trending tow | provements if | indirect line be | comes more eminen | t to fire/hold, lots of | | | | | |
| | actual calendar dates - cont although it is not deemed ve | | or and shore up | o for "surprises" - maj | y see rare event yet | | | | | |
| I | R3: Largest concern for mis indirect option. some place patchy with the need for falle sides for future use as holdi | s along the ro r modules and | ads may benef | it from mechanical wo | ork but that will be | | | | | |
| | R4: "standard" support likel firing and holding roads is el | y - in future ma | iy employ air oi | r UAS ignition, bucket | s or even MRB if | | | | | |
| | R5: no discussion today on against mission creep in the direct option is considered l | snags (may n ater in the sea | eed to wait for son) | fire to reach less sna | ggy areas if a more | | | | | |
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| | onditions. 37: Excel Pipeline: exposed 3ME will be at ICP 8713 to he azard for heavy equipment | elp answer que | stions about v | vorking around pipelin | ie, true nature of the | | | | | |
| | | | | | | | | | | |
| | Few values at risk in the | | isk Discu | | inated to bring | | | | | |

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Cey Decision Log: under current conditions continue indirect work to improve the bads, use point protection where needed to shore up Critical Values at Risk; evaluate ach new spot East of the creek to determine if direct/indirect actions are most viable. Re-evaluate frequently.

Strategic Action 2

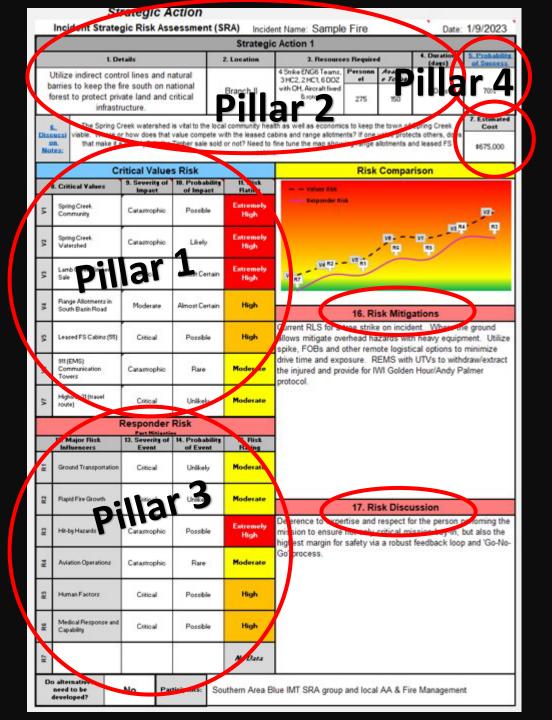
2. Locatio

Probability of Success

Defining success along with understanding challenges, risks and opportunities are a key component of developing sound strategy.

- Understanding & accepting the balance between risks & rewards
- Articulating & preparing for what needs to go right & things that might go wrong

• Overconfidence effect



Deliverables Promote Understanding: Strategic Risk Assessment

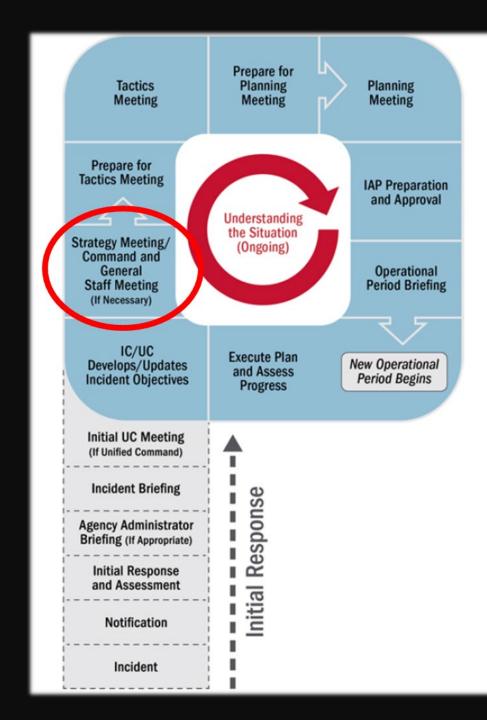
- All 4 Pillars in one location
- Captures conversation, questions, tradeoffs, challenges & concerns
- Durable product for the eDoc Box
- Transition & in-brief information throughout the incident's life
- Standardized form for consistency

How to incorporate ISAP into team process:



Meetings? Conversations?

- Critical Values at Risk conversation
- Strategy meetings
- Hallway Homework





Variability within Consistency

- Personalization v Customization
- True to intent & standardization: NO alteration of Pillars, Terms/Definitions, Forms
- Durable & Transferable: in-briefings, transition meetings, doc storage of maps/notes/forms
- Meeting "agendas"

Plans –

- Value based objectives
- Alignment between WFDSS & 204s
- Improved products (IAP/Maps)
- Reduction in map products
- Improved 209 inputs
- Ahead of demob needs
- Ahead on staffing needs

Information -

- Improved messaging of the "why"
- Earlier notifications
- Proactive development of key messages for potential issues
- Ahead on section staffing needs based on strategy

Deliberately **Improving Existing**

Processes...

AA/Local FMOs-

- Define success or end-state early & set IMT up for success
- (PODs) & local knowledge
- Ensure shared risk tolerances and acceptance of risks (to values and responders)
- Understanding of factors contributing the P(success)
- Improved partner relations

IC/LOFR-

- Clear understanding of the values
- Able to eff. articulate strategy to partners, cooperators, public
- Align enter IMT
- Earlier evac. planning
- Able to clearly communicate intent

Logistics -

- Able to set up long-term communication network
- Long-term Facility needs known
- Ahead on unit staffing needs based on strategy i.e. GS, MEDL, etc.
- Ops Resource needs will help to inform meal numbers, supply needs, etc.

Safetv-

- Informing development of strategy, not just mitigating risk for selected actions
- Understanding of Risk **Reward Balance**
- Better understanding of staffing needs
- Field safeties understand the "why"

Ground Resources –

- Understand the "why" (values);
- Improved real-time risk decisions
- Clearer understanding of how much risk to take for the value

- **Operations** –
- Values based strategy

Finance –

Improved cost projects

Able to project cost-

• Ahead of any financial

Ahead of demob needs

threshold triggers

(WFDSS ceiling)

share needs

projections

Improved claims

Proactive LUA execution

- Better line placement
- Less unnecessary line construction & responder exposure
- Durable strategy
- Identifies blind spots earlv
- Better Briefings/Commo

- Leverage pre-season work

- Less deferred risk decisions

How do we know if ISAP is being used effectively by an IMT? Critical Values at Risk are shared during briefings and identified on maps.

The **Strategy**, which combines best science, experience and ground truthing, makes sense and is based on protecting the Critical Values at Risk.

> **Responder Risk** describes residual risk from major hazards that adds transparency for decision makers at Real-time, Operational and Strategic levels.

> > Everyone involved understands the factors that need to go right, and the things that could go wrong, that affect **probability of success**.



Questions, Thoughts, Comments...

